

Facilitator Guide

Bullying

This guide is designed to assist in a discussion on the dynamics exhibited in the adjacent Bullying video. The aligned awareness scenario and video was written, developed, and filmed by Mr. Ben Ripple, an 18-year old Science, Technology, Engineering, and Math (STEM) student doing a summer project with the Defense Equal Opportunity Management Institute.

Target Audience: **Leaders**

Training Objective

- To discuss indicators and potential effects of bullying, harassment, demeaning behaviors, unfair treatment, and/or possible toxic environment.
- To generate thoughts and ideas about how to best address this situation as a leader.
- To understand different approaches in addressing concerns.

Physical Setting

- Members seated at tables to view the video and then discussing possible courses of action as a small group. Later, sharing small groups' perspectives in a larger group setting.

Procedures (Time 50 min):

- **Facilitator will arrange room for members to observe the video (3 min).**
- **Facilitator will allow individuals to answer initial questions (5 min) and then discuss the scenario in small groups (15 min).**
- **Facilitator will facilitate a discussion with the large group on the smaller groups' results (25+ min depending on discussion).**

Facilitator reads: This video you are about to view depicts a series of interactions between an individual and his supervisor. After the video, you will answer some individual questions and then discuss the situation with the group at your table.

Facilitator will play the video.

Facilitator reads: Now that you have viewed the scenario, take 5 minutes to individually answer the following questions:

- What behaviors did you observe in the situation? By whom?
- Name some possible effects the subordinate may have felt.
- Have you observed a situation like this in your unit? If so, what were the results of the incident?
- If you were a leader observing a situation such as this, what would you do?
- How would you prevent further occurrences such as these?

After the 5 minutes, the facilitator reads the following: Now that you have had the opportunity to come up with your own responses, as a group (of 5-10) you will share your responses with each other and

Facilitator Guide

Bullying

come up with a consensus to share with the larger group. You will have 15 minutes to discuss your responses.

After 15 minutes, ask small groups to share their responses with the larger group (25+ min).

Answer Key, Potential Responses, Facilitated Discussion Points (this is not an all-inclusive list):

- What behaviors did you observe?
 - Sergeant (SGT) Vogel (male) was being bullied/harassed by his supervisor.
 - Sergeant First Class Montgomery (SFC) (female) berated SGT Vogel on multiple occasions (demeaning behaviors).
 - The SFC physically grabbed the SGT and pushed him (assault).
 - Other leaders were present during multiple occasions and did not intervene during/after the situations.
 - All females were sitting together during lunch with no males present (possible indicator of unit polarization).
- Name some possible effects the SGT may have felt.
 - Frustration
 - Alone
 - Fearful
 - Excluded
- Have you observed this in your unit? If so, what were the results of the incident?
 - Leaders will have various experiences (it is important to facilitate lessons learned)
- As a leader, explain how you could possibly address and correct this issue.
 - Be an active bystander- intervene. Leaders should always intervene, but they don't always. Why don't they intervene/take action? What prohibits them from taking action?
 - As the SFC's peer, what would you do?
 - What is your responsibility as a leader observing a situation such as this?
 - Micro intervention-pull the SFC aside explaining how her behavior could be seen as bullying and assault. Conduct counseling session in writing with SFC if you are her supervisor or bring the situation to another supervisor's attention.
 - Macro intervention- address all the leaders at the lunch table and tell them it is their responsibility to eliminate this type behavior and ensure all members are treated respectfully and fairly.
 - Reassure the SGT that you are aware of the situation and will correct the issue.
- How would you prevent further occurrences such as these?
 - Create policy letters to clearly define bullying and unprofessional behavior.
 - Inform members you will not allow/accept any unequal treatment towards members.
 - Address/correct inappropriate behavior immediately.
 - Provide realistic ongoing developmental training.

Facilitator Guide

Bullying

- Conduct climate assessments.
- Hold offenders accountable for their actions.

Some might consider some of the behaviors exhibited in this scenario as harmless, but they are not. If allowed to continue they can escalate and foster a variety of individual and organizational climate changes such as, a lack of trust in leadership, low unit cohesion, and low morale, etc. Identifying inappropriate behaviors and intervening early are crucial to developing a cohesive and professional workplace.